

THE ROAR

A QUARTERLY PUBLICATION OF THE NEMEON COOPERATIVE

September 2020

A Letter from the Chairman of the Board

Dear NEMEON Partners,

Today is September 10th and I was reflecting on my first newsletter article two years ago. In it I shared that it is often best to start a conversation with a confession. Ironically (or maybe not) the date on that letter was September 10th as well. So, I'm thinking it is time for a confession encore.

You see I have not been smelling the roses in recent days; choosing to dwell on the thorns instead. Then, the end of a typical day happened. The trucks were back in the yard, loaded and ready to roll early in the morning. My staff were hot, dirty, and tired as they prepared to head home to rest up for another steamy summer day tomorrow. **But before leaving** they all gathered to discuss tomorrow's deliveries, deadlines and opportunities, all while laughing and razzing one another in good fun. A typical day, and the last part, the laughing, good fun razzing, and bonding is typical as well. Thankfully, this evening, for whatever reason, I heard the laughter and saw the bonding that only happens on a team of individuals striving to achieve the same goals. Isn't that the best part of what we do? Doesn't it serve as the fuel necessary to come in extra early or stay late to get your **"Big Picture to Do List"** complete since the **"Urgent and Necessary"** inevitably consumes the typical workday?

The confession continues. As I prepared to leave the office, I looked at tomorrow's calendar and it hit me like four jet airliners - 11, 175, 77, and 93.

September 11th. I'm one of those guys that watches way too much news and listens to too many

podcasts (yes, the political ones), and 9/11 snuck up on me this year. Talk about a warning shot across the bow. This makes me sad and my heart aches for those who suffered the most; the families of the lost souls and of course the first responders.

Contrast this event in our history in light of what we are witnessing today. Nineteen short years ago a patient evil from outside our borders attacked our country, but in many ways, it served to unite us. Today an equally patient evil is slowly attacking our country, but this time from within. And in the most politically charged environment I have witnessed in my lifetime it threatens to destroy us by dividing us. The scariest part about this is I can comfortably make these statements without fear of being partisan for one side or the other in a newsletter that should remain non-partisan. Think about that. That is how powerful the divide is. Both sides believe they are right, and no one disagrees that we are divided. The challenge for us as a nation is not **WHO** wins, but how **WE** win.

We can do it friends. I truly believe it and I'll tell you why, and I'm 100% confident you are experiencing the exact same thing. I have dear family members and friends that I respect and love with all my heart. And some of us agree 100% and some disagree 100% with the issues of the day. But that does not mean I stop loving them. If a group of diverse individuals in a distribution company can laugh and bond together to achieve the same goals, family and lifelong friends can do so as well. Just look for the light and seek it.

United we stand, divided we fall.

Peace.



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As I sit here thinking back over the last few months, I am reminded of a quote by Charles Darwin, **“It’s not the strongest or most intelligent who will survive but those who can best manage change”**. I think this quote sums up what appears to be our “new normal” for the foreseeable future. *This quote is popular in this issue, keep reading to see where it pops up again.* We have all had to adapt to new ways of doing business; navigating the challenging shipping cycles, COVID restrictions, and any of the many other curve balls we are thrown daily. When we are on the other side of this pandemic we will look back and reflect on the many ways we grew as businesses. Some of the changes will become a permanent procedure, while others will be thrown to the wayside, no longer needed as we return to our new “new normal”.

One big change that was recently announced is that the NEMEON Annual Meeting has been cancelled for 2021 and re-scheduled for the following year. The meeting will be held February 28 through March 3rd, 2022. The decision was made after looking at all the options and MANY discussions with the host hotel. After a lot of back and forth we made the decision to cancel and re-schedule in 2022. This was a tough decision for the NEMEON team and the Board of Directors to make as the annual meeting is the time we can all get together face to face and learn from each other. Given that this opportunity to share ideas is so pivotal to the mission of the group, NEMEON will hold a virtual meeting in place of our 2021 annual meeting sometime in the first

quarter of 2021. The NEMEON team is hard at work planning the meeting; as of this writing we are looking at all possibilities and doing everything we can to create some form of face to face meeting with the vendors. We know that the face to face is a very important facet of the annual meeting and we are doing our best to make that happen. Stay tuned for more announcements as they become available. Members of the team will be reaching out to you during the planning process to ensure that we are making this virtual meeting productive for all.

As we move forward, we can all rest comfortably knowing that we can adapt to anything that is put in front of us.

One change that I would like to suggest is that everyone consider looking at the NEMEON Preferred Vendor list to see if there might be a fit in a product category that you are not now supporting. Business has been challenging for all of us and now would be a great time to consider supporting an additional Preferred Vendor or two.

As we move forward, we can all rest comfortably knowing that we can adapt to anything that is put in front of us. Everyone at NEMEON is here to support your business and is willing to help in any way. The first part of the year has brought us all a special set of challenges, but with the past six months in the rearview mirror, let us hope that we can start adapting to a normal market and way of life.



Donating or recycling consumer electronics conserves our natural resources and avoids air and water pollution, as well as greenhouse gas emissions that are caused by manufacturing virgin materials.

- Recycling one million laptops saves the energy equivalent to the electricity used by more than 3,500 US homes in a year.
- For every million cell phones we recycle, 35 thousand pounds of copper, 772 pounds of silver, 75 pounds of gold and 33 pounds of palladium can be recovered.

While recycling your equipment is good for our community and environment, it is important to always have security in mind when dealing with sensitive data. Even in the best of times, computers are rotated out of use and we must figure out how we should dispose of them.

When new equipment is brought in, it is important to ensure that the older outdated equipment is donated or disposed of correctly. This will ensure that there is not an increased risk of data exposure or misuse.

Eliminate access to the equipment: Ensure that you eliminate any accounts or other access controls that are connected to the decommissioned equipment. You don't want an ex-employee still getting into his old workstation after he's not supposed to have

access to it any longer and you don't want lingering network access accounts used to remotely connect to the computer providing more "target surface" for security crackers when you don't need the account at all any longer.

Destroy the data: Do not assume that taking hard drives to the landfill is secure, it is not. If there is any sensitive data on your drives, you need to get rid of it before taking it away. Even if you don't think there is any sensitive data on the drive, consider whether you're willing to bet the business on that; if not, do more than just chuck the drive in the trash. Even reformatting or repartitioning a drive to "erase" the data it stores is not good enough these days; free and inexpensive tools can help you delete files more securely. I personally like AVG which allows for different levels for secure data shredding. Encrypting the data on the drive before doing any deletion can help make data even more difficult to recover later.

Be methodical: Keep a checklist for the decommissioning process to make sure you do not forget a step at any point. This can be especially important when dealing with several computers at once, such as when an entire department is issued replacement equipment. Make sure you have clear indicators of whether a system has been fully decommissioned in a secure manner that consists of more than just a sticky note. It is best

Security and Your Outdated Equipment

Contact John Reynolds for technical questions at jreynolds@nemeon.com or 651-788-7814.



if computers that have not been fully decommissioned are kept in a specific location, while decommissioned equipment is immediately removed from the property.

Do not wait: Do not store equipment in need of secure decommissioning. Make it a priority to get it done, so the equipment doesn't end up being neglected for weeks, months, or years, (a mistake I have made myself) Don't leave it running unnecessarily either; you don't want yet another system running on your network; if it is not in use there is no need to leave an open door for someone to access your data.

Eliminate potential clues: One thing that is often overlooked is clearing configuration settings on networking equipment. Managed switches and other "smart" network infrastructure devices can provide clues to a clever security cracker on how best to break into your network and the systems that reside on it.

Inventory all equipment: Finally, know what equipment you own. Purchase asset tracking software or at least track the physical contents of every computer and piece of network infrastructure equipment in a spreadsheet. By doing this you will not make the mistake of overlooking a storage device or laptop when someone leaves your company. Ultimately, you should just adopt an attitude of practical paranoia about sensitive data storage and act accordingly.

Have an idea for a podcast topic?

Contact John to talk about your idea for our podcast series.

We have nine episodes covering a variety of topics. If you haven't taken a listen lately, check them out at <https://nemeon.libsyn.com/>.

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LionGUARD University is available for you and your team at no charge! Preferred Vendors are able to offer courses as part of their annual sponsorship. This is a great resource for you to have your entire team learn about the products you sell. In addition, LGU offers courses on compliance and professional development training.

What would you like to learn today?

I would like to learn about [Preferred Vendor Training](#) focused on [All Subjects](#)

Preferred Vendor Training

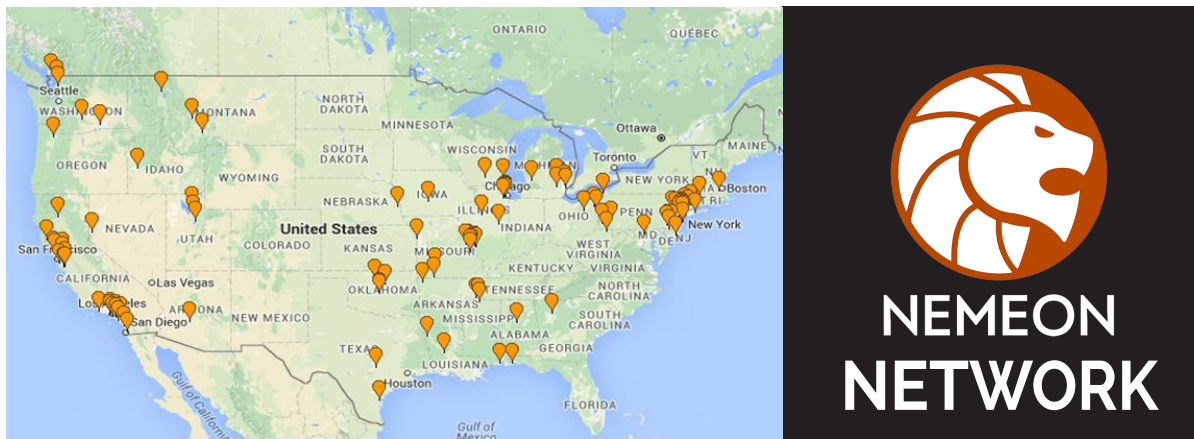
Browse all of the Preferred Vendor Training subjects below.

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The NEMEON Cooperative provides its membership with a fully administered digital signage program for use in their showrooms. Digital signage is a great tool for increasing customer engagement, showing current product specials, acknowledging outstanding employees, and of course, displaying vendor created product information and demonstrations. The playlist for your monitor is completely customizable, with content you select, and can be changed as often as you'd like.

NEMEON Network currently has over 100 monitors in place throughout the US and Canada, and we continue to grow. The content list is growing every day, and currently, we have over 400 Preferred Vendor commercials and over 20 hours of content available.

With the recent launch of our new NEMEON Network Video Selection resource on NEMEON.com, maintaining your personal playlist is easier than ever! Designed with you in mind, this new tool allows for quick and easy viewing of our available digital media, which can then be added or removed from your playlist with a single mouse click!



Additionally, we've added a new feature which allows you to assign a member of your staff to update the content of an individual location or across all your yards, while keeping the more confidential portions of the site private.

If you haven't seen the new Video Selection portal yet, we encourage you to check it out! We hope it will be a great tool for our Digital Signage Locations. And if you're not a current digital signage user, reach out to Scott Snowball or John Reynolds to schedule a demo today!

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WESTERN

GRAVEL & ROOFING SUPPLY, INC.

Western Gravel & Roofing Supply, Inc. was founded by Edwin Lee in 1986. As a self-taught entrepreneur, he started the company through hard work and persistence, relying upon a growth mindset derived from his tenure as a Unit Supply Specialist with the rank of Staff Sergeant in the U.S. Army 101st Airborne. At this time in San Francisco's history, there was a growing community of Asian immigrants entering the roofing industry who were just starting out and establishing their foundations. Edwin recognized the challenges these new roofers faced as they were at the beginning stages of creating the partnerships necessary to grow their businesses in a competitive market. Western Gravel & Roofing Supply, Inc. became their advocate, and together, grew alongside the new breed of roofing contractors in San Francisco.

Many of these companies have since grown to become the largest roofing companies in San Francisco today!

One such company was Pioneer Contracting, Inc. Thirty years ago, Edwin was the first supplier to extend credit to the then new roofing contractor. Currently, Western Gravel & Roofing Supply, Inc. and Pioneer Contracting, Inc. are working together on notable projects such as at Pier 23, Zuckerberg SF General Hospital and SFO International Airport Terminal 1.



In the late 1990's, Edwin's son, Eugene, started working with his father. The values of community, dedication to hard work and respect of the roofing industry were instilled in Eugene from a young age. Eugene also learned first-hand from observing the fluctuations the first Dot Com boom and bust had on the local and macro economy, and the impacts on the industry when working through the economic recession in 2008. As he saw the roofing industry expand and contract, his knowledge of his customer base and business grew. With these lessons under his belt, Eugene worked on his vision to expand Western's business and continue advancing the roots his father had planted.

Today, Kevyn Miyata spearheads Western Gravel & Roofing Supply, Inc.'s efforts to provide roofing, drywall, acoustic ceilings, metal studs, fireproofing, and various other building materials for some of the most notable public projects in San Francisco, including the Chase Warriors Arena, San Francisco Police Crime Lab, San Francisco Animal Care and Control, SF Crime Lab, and the Grand Hyatt at SFO.

Servicing the community remains a key mission for the company. Over the past five years, Western Gravel & Roofing Supply, Inc. donated 15,000 3M N95 masks for the Northern

California wildfire recovery efforts. The company has partnered with local governments to supply materials directly to at-risk members of the community. And during this most unusual 2020, when local frontline medical professionals were running out of PPEs in April, Western donated 24,000 3M N95 masks to local hospitals to protect the medical professionals working in hospitals and testing facilities.



At Western we take pride in our humble beginnings and the advancement of our community. We started our operations out of a 5,000 square foot garage and purchased materials as each order came in. Since then, Western Gravel & Roofing Supply, Inc. forged successful growth, adapted to the needs of the market, and evolved with its community. We are excited to see what the next 30 years will bring.

See our website at <https://www.sfwgrs.com>.



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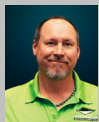
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Benefits of Belonging to NEMEON

I wanted to share some of the benefits I have had this year as a member of NEMEON besides the rebates. Frankly, I would pay to be a member! The time and effort other members have saved me through the years is priceless. I have been in the roofing distribution business since 1994; I started my career at the counter and eventually worked my way up to branch manager. I started my own business in 2008. I know many of you have 2nd and 3rd generation businesses and have many folks to lean on, but there are always NEMEON members willing to share their experiences and knowledge; you just have to ask! Since February 2020, I have talked to 10 different NEMEON members and have had help from 3 different NEMEON team members as well.

...rather than re-inventing the wheel, there is someone within NEMEON who can help.... All you have to do is start asking!

- RSI: sales commission plans
- Roofers Mart SE: purchasing questions, HR related compensation plans, driver and warehouse issues as well as pallet covers.
- Roofers Mart Inc St. Louis: we acquired their manufacturer regional roofing rep. and wanted to know about him
- Wholesale Siding Depot: help to bring on a new line of gutter covers
- Carolina Atlantic: sold us 2 truckloads of shingles to help us when we were out
- NEMEON Team: help with Microsoft Office and Dropbox, as well as questions about manufacturers reps.

Here are some examples, and if your name is on this list, a sincere **THANK YOU!**

- I contacted 4 members about where they source pallet covers and am hopeful their information will save us money
- Bone Roofing: purchasing questions as well as pallet covers
- Metro Roofing Supply: we sold them almost \$20k in slow moving inventory and pallet covers. We were able to split a truck of ice and water, saving both companies money
- Camco: pallet covers
- Arrowhead: sales commission plans as well as general salesperson questions
- Western Materials: questions on how they do branch transfers
- CB Wholesale: credit card rates and DMSI

What I am trying to say is that rather than re-inventing the wheel, there is someone within NEMEON who can help with just about any issue you could come across. All you have to do is start asking!

By attending meetings, I have been able to develop relationships with MANY more NEMEON Members than these listed. Through the years, these relationships have helped me develop personally and have helped our business as well! I would encourage you to be active in the organization, attend the meetings, join conference calls, and take advantage of all that NEMEON has to offer. You'll be glad you did!



DIVISION 7 SUPPLY

- Jeff Muratori

The Winning Streak Ends Abruptly

Sports are about winning and losing streaks. Long term winning streaks are known to create dynasties. Dynasties are accompanied by hatred, dislike, distain and envy from the opposing teams and their fans. The longer the dynasties last, the deeper the distain.


The commercial roofing business in the United States was enjoying an extraordinarily long winning streak. One could reason that a dynasty was in the making. I use the past tense to describe the streak because it came to an abrupt halt this year. A strong start to 2020 as reported in ARMA/SPRI numbers for the first quarter could not overcome what happened because of the virus and the associated shutdowns across the country. All that is left are the questions about the length and severity of the downturn (losing streak) and just what the commercial real estate marketplace will look like going forward.

I have often written about the prolonged expansion and year over year growth of the commercial roofing business over the last six years. The rise to domination of TPO as the preferred product across many applications was unprecedented. Many predictions that pointed to the end of other competing products like PVC and Modified Bitumen were completely wrong. And the continued expansion (no pun intended) of the polyiso insulation business during this period, aided by code changes, was equally astounding.

The expansion party ended in the second quarter of this year. One quarter does not signal gloom and doom, but the forecasts I hear from our Preferred Vendors and other contacts in the industry justify the uneasy feeling a lot of folks have for the balance of the year and beyond. Bid activity has tapered off (yep, another commercial roofing pun), projects have been delayed or canceled and activity at various architectural firms has slowed dramatically.

Now we must deal with the uncertainty and questions to move forward. Certain sectors of the commercial real estate market have been hit harder than others. Some are seeing a benefit from the downturn as the country considers how we move forward after the virus is contained. Retail, hospitality, and office buildings face an uncertain future. Distribution centers and warehouses could be a major area for growth.

Will businesses require their employees to return to the office? If so, what will a typical work week look like? Some say we will never return to the pre-virus days of full office buildings five days a week. Others say face to face interaction is a key ingredient to their company's ongoing success. They claim that a Zoom meeting is not a long-term substitute. The co-CEO of Netflix was asked recently in a Wall Street Journal interview if he had a date in mind when his workforce would return to the office. His answer was "Twelve hours after a vaccine is approved". He followed that statement up with a more serious answer of approximately six



...an optimist sees all this chaos as an opportunity to start another winning streak and plots how to become the next dynasty.

months after the vaccine is approved. That would allow time for a majority of his employees to get vaccinated.

Distribution centers versus retail stores? Take your pick on how that question is answered over time. Will we continue the reliance on home delivery or move back to the good old days of going shopping as a full-time endeavor for many? There are numerous reports describing how malls that were shuttered before the virus induced shutdown are targeted for repurposing into warehouse/distribution centers. Will this movement be a boon for reroofing the repurposed buildings or suppress new construction of warehouses?

As is usually the case, an optimist sees all this chaos as an opportunity to start another winning streak and plots how to become the next dynasty. One thing is a sure bet, the next expansion for the commercial roofing business will not resemble the one that just ended. Are you planning to be part of the next winning streak?

-Vic Anthony



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2020 Vermont Family Business of the Year

Britton Lumber Company is pleased to share that we have been selected as the 2020 Vermont Family Business of the Year by the Vermont chapter of the Small Business Association. Britton Lumber is owned by the Moses family and operates out of Fairlee, Vermont with other locations in Bath, New Hampshire and Gray, Maine. In their July 2020 magazine, Vermont Business Magazine featured Britton Lumber as an award winner.

Original article by Joyce Marcel, Vermont Business Magazine

The Britton Lumber Company in Fairlee is the winner of the SBA Vermont Family-Owned Business Award. But it is really the story of two families, sequentially owning and running the same business. That's because the Moses family purchased the lumber mill from the Britton family in 2013, after the Britton family had been running it since 1946.

"Robert Moses, my dad, was the Britton's tax accountant for about 25 years in New Hampshire," said Brian Moses, 29, who runs sales and operations in Fairlee. "He sold his tax business, and in 2013 he purchased Britton Lumber from Doug Britton." The business remains a true family affair. Robert Moses is president and CEO. Brian runs Fairlee. His older brother Jonathon, 31, is the product manager in New Hampshire, where they manufacture eastern white pine.

"I started in 2018," Moses said. "That's also when my brother started. His story is similar to mine. He lived in San Francisco. I lived in Montana. Then my mother and father purchased Britton. It was kind of in our heads that we would come home and work for my dad. It's a coming home story, and my mom is very happy." The company employs about 65 people and reported

\$40 million in revenue last year. Britton is spread over three New England states.

"In 2012, Doug Britton purchased a distribution yard in Maine," Moses said. "So when the Moses family purchased Britton Lumber, we acquired a manufacturing facility and wholesale operations in Fairlee at the time there was saw-milling in Fairlee. We lost that mill to a fire more than five years ago. We currently operate trucking and distribution in Gray, Maine. And we own a sawmill, plus a wholesale division and a manufacturing division in Bath, NH. We are widespread, but we are a Vermont business proudly in Fairlee, where we employ, on average, about 35 individuals."

The company sells building materials in northern New England and in the upstate New York region. "We buy products," Moses said. "Our lumber mostly comes from Canada, our drywall from Portsmouth, NH. We buy screws. We buy insulation. We're a middleman. We buy materials from a manufacturer, they ship to Fairlee, and we distribute to independent lumber yards. Independent is the key word because they're not Home Depot or Lowes."

Finding qualified workers has become difficult. "For the first time in a number of years, we're actively recruiting college graduates and offering intern programs," Moses said. "It's been tough in the past three or four years to find motivated help. We operate in a technological field, just like a welder or contractor. We're in the trades, and a lot of my peers still don't feel being a welder or plumber as a career path. But you can be a truck driver, a yard foreman or work in the sales office, and by year three, four or five you're going to have a stable life and a good career ahead of you."

When the pandemic hit, Britton was considered an “essential business.” “We were extremely unsure of the direction our company and the industry were going at the start of the

“We think the family business part is most important,” he said. “Our customers are family-run businesses. We’re a very small player in the building materials industry as a



Photo: John Moses (Gray Hat), Bob Moses (Green, Bright Hat). Brian Moses (Top Center), Shelly Moses (front center blue shirt), and Elizabeth Moses (pink shirt). Courtesy photo.

pandemic,” Moses said. “We feel fortunate that Vermont, New Hampshire and Maine all deemed us to be essential businesses. It is a true blessing. We are shipping more materials now than in previous springs. A lot of people are struggling, but the home centers and the lumber yards are using middlemen and distributors like us because the large manufacturers shut down or laid off employees or had closures. We did some of that, but we didn’t do that as much as we thought. Because we were cautious with our approach to COVID-19, there was enough delay that we saw business remain steady for the last two months. We’ve laid off under 10 people. If we were not an essential business, I don’t know if we’d even be having this conversation.”

whole, so we feel we operate as a small business and very much have an entrepreneurial spirit here at Britton Lumber.”

Link to article: <https://vermontbiz.com/news/2020/august/02/britton-lumber-company-family-owned-business-year>



Britton Lumber Company

The Moses family was overjoyed to be selected Family Business of the Year, Moses said.

Greetings from Memphis, TN.

We are approaching the time of our “USUAL” Next-Gen meeting if there even is a word “usual” anymore. The Next-Gen group had its first meeting in 2011 in Chicago in which I attended (yes, some of us are that old) with no idea of what to expect. I have created so many contacts and gained so many great friendships within the group. With a sad heart, this is the first year in 9 years I will not be attending a Next-Gen meeting. With this “new not-so-normal” time we obviously have had to cancel this year’s meeting.

I love being part of this group as we have always shared ways to handle different situations of all types, both good and bad. This year has been no different in creating new and unforeseen problems. We are all facing new issues or opportunities from Covid-19 worries; credit issues, material shortages, price increases, and just how to keep our people safe. I do believe this is the time we, as Next-Genners, will shine. We are always searching out ways to work smarter, become more profitable and increase efficiencies. We also have always faced OSHA concerns, but

working with the new safety protocols we are putting in place and working on teaching all our employees to work safely has really taken its toll on me as I am sure most of you. We are facing a lot of changes but we, as the Next Gen group, have proven in the past we can adapt and succeed; this time should be no different.

Charles Darwin said it best, “It is not the strongest or the most intelligent who will survive but those who can best manage change.” If I can be of any help to any of you, feel free to reach out to me for advice or just to catch up. Let’s plan a great meeting for 2021!!!!

-Brett Berry



It is not the strongest or the most intelligent who will survive but those who can best manage change.

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- Albert Camus

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Western Gravel & Roofing Supply delivering drywall to Harrison Drywall at the San Francisco Police Department Traffic & Forensic Services AKA SF Crime Lab Project located in San Francisco, CA. #WeAreNEMEON #NEMEONstrong #buylocal Western Gravel & Roofing Supply



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